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Programme
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Mundial
de Alimentos

**Executive Board
First Regular Session**

Rome, 13 - 16 February 2001

INFORMATION NOTES



Distribution: GENERAL

WFP/EB.1/2001/INF/10

24 January 2001

ORIGINAL: FRENCH

ABSTRACT OF EVALUATION RECOMMENDATIONS AND MEASURES TAKEN ACCORDINGLY BY MANAGEMENT— COUNTRY PROGRAMME— SENEGAL (1999–2001)

This document must be read together with the “Mid-term Evaluation of Country Programme—Senegal (1999–2001)” (WFP/EB.1/2001/6/).

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OEDE RECOMMENDATIONS (MARCH 2000)	IMMEDIATE MANAGEMENT RESPONSE	FOR ACTION BY:	MEASURES TAKEN (JANUARY 2001)
I. Improvement of the programme in progress			
<p>1. Activities</p> <p><u>Urban sanitation</u></p> <ul style="list-style-type: none"> Concentrate community interest group activities in locations that generate financial resources (markets, motorway stations, concessions, etc.). 	<p>A tripartite meeting will examine the results of the enterprise study undertaken by the project managers in Mbour and Tambacounda on paid waste collection from homes and public places.</p>	<p>Programme officer, Adviser, OSA, OEDB, the Agency for Public Works (AGETIP), municipalities</p>	<p>Following the technical evaluation mission of the sanitation works, WFP has decided to terminate this activity in conformance with its Enabling Development policy, which was approved by the Executive Board in May 1999. At present, the country office is preparing a tripartite meeting to organize the gradual phasing out of this activity and to determine the use of the balance of funds. This will be completed by the Government. At termination, execution of the activities will be entrusted to AGETIP.</p>
<p><u>Community nutrition</u></p> <ul style="list-style-type: none"> Promote a new dynamic that will reinforce the links between WFP and its partners (communes and regions, NGOs, women's groups and lending institutions). 	<p>A national-level meeting will be organized to ensure sustainable results of the Community Nutrition Project (CNP). Participation in this meeting will be extended to potential partners.</p>	<p>Programme officer, International Confederation of Catholic Charities (CARITAS), AGETIP National Commission for the Fight Against Malnutrition (CNLM)</p>	<p>A workshop (involving CNLM, AGETIP, the World Bank, WFP and potential partners) took place 24 and 25 October 2000, for the preparation of CNP II. The project's sustainability was at the centre of the discussion and objectives.</p>

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<p><u>School canteens</u></p> <ul style="list-style-type: none"> See to it that all students of a school are able to benefit from school feeding assistance. 	<p>A comparative analysis of food requirements and availability is in progress in order to determine the recommendation's feasibility.</p>	<p>Programme officer, National directorate (National Ministry of Education)</p>	<p>The WFP country office informed the National Ministry of Education of the availability of food so that all students of a school would be able to benefit from the activity.</p>
<ul style="list-style-type: none"> See to it that women occupy a prominent place on the school canteen management committees. 	<p>A letter will be sent to the country's Ministry of Education inviting that office to reinforce substantially the participation of women on the management committees.</p>	<p>Representative, Adviser, Programme officer, National directorate</p>	<p>This measure will be realized in January 2001, with the holding of a seminar on school canteen management.</p>
<ul style="list-style-type: none"> Encourage the setting up of income-generating activities (shops) with a view to the gradual takeover of school canteens by parents. 	<p>The income-generating activities in progress (gardening, chickens), having educational objectives, will be pursued and increased.</p>	<p>(National Ministry of Education), Programme officer, CARITAS, Funds directorate, OSA</p>	<p>Parents of students have been made aware of these types of activities. However, WFP has not obtained the financial means forecast in the project document (only 33 percent has been received).</p>
<p><u>Community forestry</u></p> <ul style="list-style-type: none"> Resort to annual participatory programming within the framework of protection or allotment. 	<p>Present programming based on accelerated methods of participatory research is participatory and effective.</p>	<p>N/A</p>	<p>Contracts with beneficiary populations, in which the beneficiaries' priorities appear, are signed annually and guarantee real commitment and participation.</p>
<ul style="list-style-type: none"> Halt the attribution of a grant of 25 percent of WFP rations to forest nurseries for the Forestry Commission and replace it with a 5-percent grant. 	<p>The recommendation will become operative along with the present afforestation campaign.</p>	<p>Programme officer, National directorate, Departmental sectors of the Forestry Commission</p>	<p>This recommendation has been in place since the June-October 2000 period.</p>





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<ul style="list-style-type: none"> Develop a system of simplified monitoring and evaluation in order to appraise the activity's social, financial, economic, nutritional and hygienic impact. 	<p>In conjunction with the national management team, a questionnaire will be drawn up and given to the sector heads for the collecting of information, which will be analysed by a consultant to assess the impact on the above-mentioned project elements.</p>	<p>Programme officer, National directorate, country organizations</p>	<p>In November 2000, a seminar on monitoring and evaluation took place, with the participation of all partners and beneficiary representatives. A questionnaire drawn up in collaboration with the national directorate was studied. It will be used for the next report period (second semester of 2001).</p>
<p>2. Monitoring and evaluation</p> <ul style="list-style-type: none"> Prepare, at the country-office level, a profile of WFP beneficiaries, using a small sample, and assess the impact of investments on vulnerability and the realization of objectives. 	<p>The beneficiary profile is defined per project. For example, the typical beneficiary of the sanitation activity is a young adult looking for his/her first job and living in a disadvantaged neighbourhood. Where Country Programme activities converge, the beneficiary profile will be determined by monitoring that meets this recommendation.</p>	<p>Representative, Adviser, Programme officer, regional office/VAM unit</p>	<p>A more qualitative approach for defining beneficiaries has been stressed. Some profiles have come to be considered tools for the partners using them, as their role in identification and monitoring is crucial (notably with AGETIP for the CNP and the funds management for school canteens).</p>
<ul style="list-style-type: none"> Facilitate, at the country-office level, the setting up of a simplified monitoring and evaluation framework for each agent, stipulating that distribution of food aid will be conditional upon the compiling and timely delivery of monitoring and evaluation data. 	<p>At the end of each quarter, the monthly coordination meetings will be dedicated to preparing the activity report.</p>	<p>Representative, Adviser, Programme officer, AGETIP, Project of Community Forestry and Environmental Protection (PROFOCOPE), National Directorate of School Canteens (DNCS)</p>	<p>For school canteens: new monthly and quarterly report forms have been developed by the WFP country office, in concert with the DNCS. These are currently being distributed. Furthermore, data on stocks of provisions in the schools were gathered at the end of December 2000 in eight of the twelve departments targeted (Lower Casamance: four departments—security problems).</p>

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			At the CNP level, a meeting will take place in January 2001 to redefine the AGETIP role, especially regarding the delays in handing in reports and the quality of beneficiary monitoring.
3. Consultation and communication <ul style="list-style-type: none"> Consult, at the country-office level, the technical services in charge of universal school enrolment in order to integrate them in the search for consensus on possible WFP action in other areas of the north (regarding the UNICEF intervention in Casamance). 	An informal consultation structure exists. It unites UNICEF, WFP and the technical services in charge of universal school enrolment.	Programme officer, National Ministry of Education	Consultation meetings have been held. Attempts to target other areas could be satisfied within the structure for universal school enrolment, entrusted, in the case of Senegal, to a United States NGO.
4. Appropriation of activities <ul style="list-style-type: none"> Accelerate, at the country-office level, on the basis of current experience, pilot studies of the viability of income-generating activities, making sure that they can be managed in time by the ad hoc management committees. 	Terms of reference will be drawn up based on the envisaged activities, and the appropriate studies will be carried out by consultants.	Programme officer, OSA	Terms of reference are currently being drawn up.





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II. Formulation of the next-generation programme			
1. Activities <ul style="list-style-type: none"> Maintain the social service components (CNP and school canteens). 	Action in progress.	Representative, Adviser, Programme officer, Ministries of Economy and Finance, Plan	The two activities are maintained in the Country Strategy Outline (CSO) 2002-2006. In particular, for CNP, an initial extension of CNP I has been authorized until June 2001. A second extension, to the end of December 2001, will be proposed in order that WFP can prepare the second phase (recommended by the evaluation mission), in collaboration with the Senegal Government, AGETIP and the World Bank; start-up of the second phase will correspond to that of the second Country Programme.
<ul style="list-style-type: none"> Explore the possibility of producing nourishing food for community feeding after preliminary studies in neighbourhoods or groups of neighbourhoods, and with the support of private enterprises. 	An investigation is ongoing to ensure the sustainability of the CNP results.	Programme officer, AGETIP	<p>Community groups within the Environment, Development, Action—Research, Action and Development Group (ENDA-GRAF) have been identified for this type of activity. These groups have already proven their capacity for organization, their technical capability and their motivation.</p> <p>A feasibility study for making flour on a community-wide scale is in preparation. Discussions have taken place with AGETIP and terms of reference will be drawn up for January/February 2001.</p>

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			Contact has been made with those in charge of the programme for promoting local cereals, and with the research and technological exchange group for encouraging the promotion and sale of flour for Senegalese children.
<ul style="list-style-type: none"> Enrol WFP's assistance in school feeding, with a view to a gradual phasing out following the procurement of assets and the handing over of responsibility for school canteen committee management. 	Gradual phasing out will depend on the presence of funds that can produce income-generating activities. Present results do not allow for the planning of total withdrawal in the short term (four years).	N/A	Resources from the income-generating activities of the parents of schoolchildren in the targeted poor areas do not allow those parents to take on this activity, and, accordingly, WFP was not able to honour its commitments for the income-generating activities as a result of lack of financial means.
<ul style="list-style-type: none"> Re-examine urban sanitation works in order that they take better account of WFP's aim for development, income-generating activities and the creation of assets. 	The assessment mission has judged it inopportune to continue WFP assistance to this activity. WFP headquarters is of the same opinion.	Representative, Adviser, Programme officer, AGETIP, Office of the Prime Minister	WFP is in the process of gradually phasing out its assistance to this activity, which will continue with Government resources.
<ul style="list-style-type: none"> Combine the community forestry and food security components in a single activity in order to integrate the development of assets (agricultural domain) with the goal of creating assets. Facilitate the takeover of, and final withdrawal of WFP assistance to, the community forestry activity, continuing to work with NGOs such as CARITAS and the Intervillage Federation of Development Organizations (FIOD). 	Identification of the beneficiary country organizations that share these two activities is in progress within the CSO framework. A merging of these two activities is envisaged for the next Country Programme.	Representative, Adviser, Programme officers	The two components will be regrouped in a single activity in order to prevent repeated crises of this kind within the framework of Country Programme II. They will totally integrate the development and the creation of assets and will foresee final withdrawal of WFP assistance to forestry.





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<ul style="list-style-type: none"> Limit those community forestry activities that involve full-scale interventions (fixing of dunes, brush fires, etc.) and give preference to simple, sustainable activities (sea walls, village hydraulics, etc.). 	<p>The groups will be informed of this direction.</p>	<p>Representative, Adviser, Programme officer, PROFOCOPE</p>	<p>The groups were informed of this direction in November 2000. However, there is a major contradiction between the recommendation of use of a participatory approach to respond to the community initiative and an orientation based on directive choices. The country office opts for a participatory approach that guarantees maintenance of the assets created.</p>
<ul style="list-style-type: none"> For the food security activity, take the gender equity problem into account in a more refined manner, keeping in mind the efforts that certain objectives would require. 	<p>The activities will be reviewed and, if appropriate, modifications to them proposed for 2000–2001.</p>	<p>Programme officer, Association for the Promotion of Small Development Projects/Agency for Project Execution (ASPRODEB/AGEP), CARITAS</p>	<p>Programming is under way.</p>
<p>2. Targeting</p> <ul style="list-style-type: none"> Maintain an internal logic between the choice of areas and the targeting of beneficiaries. Proceed with an analysis of urban and peri-urban poverty for better identification of WFP aid beneficiaries. 	<p>For CSO preparation, this recommendation was taken into account for analysing the vulnerability, geographic targeting and choice of beneficiaries. An urban poverty study will be carried out in August 2000 by the VAM Unit consultants.</p>	<p>Representative, Adviser, VAM Unit</p>	<p>The recommendations were followed. The urban poverty study allowed target refining within the CSO II.</p>
<p>3. Participatory and partnership approach</p> <ul style="list-style-type: none"> Resort to the participatory approach to gain better knowledge of beneficiaries' needs. Seek a more active partnership among United Nations organizations and national and international NGOs, which will be defined within a precise contractual framework. 	<p>Action in progress. A re-energizing of the UNDAF is in progress.</p>	<p>Representative, Adviser, Programme unit Representative, Adviser, Programme unit</p>	<p>The participatory approach is being considered for the next Country Programme, as indicated in the new CSO.</p>



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<p>4. Realization of objectives</p> <ul style="list-style-type: none"> Define the performance indicators for measuring the degree of achievement of the various objectives throughout the cycle so that a plan of gradual phasing out of WFP aide can be formulated. 	<p>The recommendation will be applied, with Country Programme indicators defined during design.</p>	<p>Representative, Adviser, Programme unit</p>	<p>The country results and framework are being reviewed. This recommendation is applicable to the design of Country Programme II.</p>
<p>5. Monitoring and evaluation and formation</p> <ul style="list-style-type: none"> Pursue training in order to reinforce the skills of WFP personnel within the monitoring and evaluation framework of the Country Programme. Evaluate basic skills, with a view to enacting the new orientation of WFP policies, in order to ensure that the country offices possess them, enhance them and keep them up to date through periodic training workshops. 	<p>Around the end of 2000 and throughout 2001, the Development Unit/ODA and the Career Planning and Development Branch (HRC) will organize a series of regional workshops in key skills for personnel involved in the activities. This will include the training module on monitoring and evaluation of the Country Programmes/projects, which is being designed. Regional office programmes for the Sahel will be among the first beneficiaries of this training. The Senegal country office will also take advantage of this training, thanks to the training sessions organized by the Sahel regional team in 2001.</p>	<p>Sahel regional office/Programme section</p>	<p>The training of trainers will begin 21 January 2001, and the training of office managers will continue throughout 2001.</p>